

**THE METROHEALTH SYSTEM  
REPORT OF THE PRESIDENT AND CEO  
TO THE BOARD OF TRUSTEES  
REGULAR MEETING OF NOVEMBER 28, 2018**

**Executive**

- For the fifth consecutive year, employees received a holiday “thank-you” with a Giant Eagle gift. Executive leaders and the management team distributed 7778 gift cards to our employees. Some donated their \$25 gift card to Social Work to support families in need.
- We are pleased to announce that MetroHealth received preliminary accreditation determination from the Joint Commission. MetroHealth will submit Evidence of Standard Compliance by mid-January to complete the triennial survey.
- Many thanks to the generosity of the Western Reserve Area Agency on Aging (WRAAA)! They provided free turkeys to our patients, just in time for the big feast. WRAAA staff and the MetroHealth social workers handed out turkeys to our grateful patients.
- MetroHealth honored employee veterans during a special program on Monday, November 12. It was an opportunity to thank those employees who have served, and for staff who have family members in the military to pay tribute to their loved ones. The program was sponsored by the Office of Inclusion, Diversity and the Veterans Employee Resource Group (ERG).
- MetroHealth employees and programs received several awards:
  - o BREAST/Amigas Program was recently presented with Medical Mutual of Ohio’s Debra A. G. Community Service Award, which honors those who display an impressive commitment to fighting against breast cancer.
  - o Christopher (Chris) Seminatore, MSN, RN, was named Ohio March of Dimes Nurse of the Year in the Quality & Risk Management Infection Control category. Chris, Nurse Manager in the Emergency Department at Cleveland Heights Medical Center, was recognized along with other nurses throughout the state at the Ohio Nurse of The Year Awards event earlier this month.
  - o Joan Papp, MD, Director, Office of Opioid Safety and an Emergency Department physician, named a 2018 Community Leader of the Year by *Cleveland Magazine*. Dr. Papp was recognized for her efforts to fight the opioid epidemic with Project DAWN and as an advocate for legislative change.
  - o Terry Stancin, PhD, ABPP, was the 2018 Recipient of the National Compassionate Caregiver of the Year Award from The Schwartz Center for Compassionate Healthcare. This award honors caregivers “who exemplify the characteristics of compassion, which include effective communication, emotional support, mutual trust and respect, the involvement of families in healthcare decisions and seeing patients as people, not just illnesses.” Hundreds of caregivers are nominated for the award each year.
  - o The MetroHealth System received the Louis Stokes Paragon Award from The Legal Aid Society of Cleveland. The award is Legal Aid’s highest honor. In 2003, Legal Aid and MetroHealth formed a medical-legal partnership to improve health outcomes for low-income children in MetroHealth’s pediatric practices. The program is one of the first in the United States and the first in Ohio. The partnership has expanded with support from MetroHealth to serve other vulnerable individuals and families including pregnant women, Spanish-speakers, immigrants, the elderly, and formerly incarcerated people. MetroHealth was the pioneer of this program, which has since expanded to other local health care systems.
  - o MetroHealth received the Human Rights Campaign’s Cleveland Corporate Equality Award for outstanding leadership and service to the LGBTQ community.
- Aleece Caron, PhD, Senior Medical Educator at MetroHealth and Associate Professor of Medicine at Case Western Reserve University was awarded a \$2 million grant from the Health Resources & Services Administration (HRSA) to “improve patient satisfaction and retention rates, strengthen the primary care workforce and reduce burnout, and support providers to urban underserved primary care sites.” Co-investigators include Christina Antenucci, MD, Nathan Beachy, MD, James Campbell, MD, Adam Perzynski, PhD, and Eileen Seeholzer, MD.

## **Chief of Staff**

### ***Survivor Recovery Services***

- The MetroHealth Trauma Recovery center onboarded 6 new staff to support patient, families, and community members who have experienced trauma and victimization within our community. The center has one (1) additional trauma-focused counselor and five (5) licensed social workers to assist in building and maintaining wraparound services for our patients and families, here, in the schools, and in the community.
- The 2<sup>nd</sup> Community Trauma Leadership summit was held in November to share the developing research on the impact that trauma has on our communities at large; focusing on existing strengths, resilience, and champions. The summit was met with overwhelming support as we move into phase 2 of development and implementation. This will be a powerful way to work alongside our community and meet people where they are with exactly what they need; as well as educate and equip the systems and institutions that support the communities.
- Peer Survivor, Mary Ribar, was featured on a Fox 8 News Thanksgiving special sharing in her experience with MetroHealth. She is a valued part of our team and we were happy to hear her share how important it is to receive help from people who can share in one's lived experience.

### ***Department of Public Safety***

- To date, the Public Safety Department alone has had 14 saves using Narcan.
- As of November, 4,500 gunlocks have been handed out. This is 150 percent of our goal of 3000.
- Public Safety began distributing Narcan kits to any MetroHealth employee.

### ***Facilities Management***

- Compliance Preparedness: There were only 12 findings from the Joint Commission Life Safety Survey during the October triennial survey, 4 Environment of Care and 8 Life Safety findings. Important to note, the findings were "high" level findings and there were no "penetration" findings. The Life Safety Surveyor commented that he had never surveyed a hospital of this size and not found a penetration. He noted that organizations half our size often have twice as many findings.

## **System Dyad**

- The Dyad launched the Provider Compensation Governance Council (PCGC), an advisory council to the Provider Compensation Plan is well implemented and administered based on Plan philosophy and goals.

### ***Hospital Operations***

- Progress continues on the Capacity Command Center with interviews underway for the Director to identify the identification of necessary space and technology.
- In-patient falls have been greatly reduced: a 30 percent reduction in number and a 60 percent reduction in the rate per 1000 days.

#### **Environmental Services**

- Thomas Jones was welcomed as the new Director of Environmental Services and Logistics. Joint Commission Daily Readiness Training was initiated to assure that the entire team is well prepared from one playbook.
- Two new programs were initiated in Environmental Services, Logistics, and Textile Care.
  - Weekly Leadership Focus Reading Program – Designed to focus on developing positive leadership skills, building team spirit, increasing communication, improving business performance, and recognizing team members for improving the quality of life.
  - Method of the Week Program – Focuses on information relating to departmental requirements, products, and processes.
- Departmental employees were recognized for their successes.

- Darcell Jordan was interviewed for his work with the Towards Employment. They chronicled his life's journey prior to his employment at MetroHealth, looking at how he overcame obstacles and how employment at MetroHealth has improved his life.
- Revenue Cycle honored Roderic Benson at the Schwartz Rounds for his life experience and new beginning on his path as a new employee at MetroHealth.
- o Environmental Services is working with four Lincoln West High School students to teach work experiences throughout the school year.

#### Pathology

- o Pathology completed the conversion of Cytomegalovirus (CMV) and Varicella-Zoster Virus testing by culture to CMV and VZV by polymerase chain reaction (PCR). This change has seen dramatic reductions in turnaround times, from up to 28 days to a final result within 24 hours, resulting in rapid diagnosis and treatment.

#### Pharmacy

- o MetroHealth Retail Pharmacies have surpassed the number of flu vaccines given by pharmacies in 2017 after only eight weeks in 2018.
- o Board-certified pharmacist Ben King, PharmD, presented at the Annual Advanced Practice Pharmacology Conference for APRNs and Board-certified pharmacist Nilam Patel, PharmD, presented at the 35<sup>th</sup> Annual Life Flight Symposium.
- o On October 27<sup>th</sup> at the National Drug Take Back Day held in front of the Main Campus Plaza Pharmacy, MetroHealth Police collected 26.5 pounds of unused drugs.

#### Radiology

- o The Mammography Quality Standards Act (MQSA) inspection at Beachwood Mammography Center passed with 100 percent compliance.
- o The Ohio Department of Health (ODH) radiation generating equipment inspection for State of Ohio Crocker Park passed with 100 percent compliance.

### **Service Lines**

#### ***Adult Health and Wellness***

- Primary Care - Nathan Beachy, MD has been appointed Associate Program Director for Ohio University underserved programs.
- Geriatrics - James Campbell MD, received Founder's Award from Old Brooklyn City Development Corporation.
- Psychiatry - The Psychology Residency Program was awarded Accreditation by the American Psychological Association.
- Brittany Myers, PhD was invited to the MetroHealth Regional Fall Nursing Conference to present Managing Adolescent Depression in Primary Care.

#### ***Cancer Care***

- Dr. Yasir Tarabichi was selected for the Cancer Center Pilot Grant for his proposal "An EHR-integrated tailored decision aid to facilitate shared decision making regarding lung cancer screening in a safety hospital".
- The American Cancer Society and MetroHealth selected Laura Murray as the patient navigator for the Cancer Center. The navigator links patients to local resources such as transportation and financial assistance.

#### ***Emergency Services***

- Strong recruitment month for our nursing with the hiring of six Emergency Department experienced nurses.
- Community EDs continue to serve as an attractive alternative for patients. All sites achieved volume budget - Brecksville 6.5 percent, Cleveland Heights 27 percent and Parma 22.6 percent.
- MLF ground had another record month with volume as the advanced life support truck (ALS) is now supporting our critical care truck (CCT).

## ***Neuro-Musculoskeletal***

- The Pain & Healing Center has made progress including, consolidation of all the providers under one service, one referral phone number, and one Epic referral order.
- Expansion of providers to satellite locations, now at Main campus, Beachwood, Cleveland Heights, Middleburg Heights, Brecksville, Westlake, and Parma.

## ***Specialty Care***

- The service line implemented revised provider templates and a new patient referral review process resulting in a 15 percent improvement in patient access and continued trend of increased new patient visits.
- The Cardiovascular & Pulmonary Center experienced record EP procedure volumes in October based on workflow enhancements and new providers.
- The Palliative Care division in the Chronic Disease Management Center collaborated in the implementation of “Celebrating the Art of Living and Dying” events in November including lectures, panel discussions, and art displays in Rammelkamp Atrium as a part of National Hospice and Palliative Care month. Dr. Elizabeth O’Toole (Division Director, Palliative Care) was featured on WKYC’s Live on Lakeside discussing the importance of palliative care.

## ***Surgery***

- October OR Volumes achieved record month, second only to August.
- Bariatric in person seminar is now delivered completely in Spanish.

## ***Trauma, Critical Care, Burns***

- Dr. Laura Kreiner will serve as trauma medical director at Mercy Lorain and Dr. Niimitt Patel will serve as trauma medical director at Fisher Titus.
- Dr. Vanessa Ho was the recipient of a one-year grant from the AAST.
- The results of the PAMPer trial were published in the New England Journal of Medicine. Dr. Jeff Clancy and the trauma team were part of this 5-year study, which showed prehospital administration of plasma to trauma patients at risk for hemorrhagic shock improves odds of survival.

## ***Women and Children’s***

- Dr. Reema Gulati, Director, Pediatric Gastroenterology, Hepatology, and Nutrition will be a guest on an upcoming *Ask The Experts* panel sponsored by the American Liver Foundation on November 27th.
- Nefertiti Peterson, RN and Bryanta Spencer (Social Work) from Nurse Family Partnership were selected to receive the Cleveland Central Promise Neighborhood and Sisters of Charity Foundation, Champion of Central Award. The Champion of Central Award is given to a person(s) who demonstrates a passion for the community and serves as a change agent.

## ***Ambulatory Operations***

- October 1<sup>st</sup> provided health screenings for the Broadview Heights/Brecksville Senior Wellness day.
- October 27<sup>th</sup> partnered with Event Medicine and was a proud sponsor of Brecksville Kiwanis Annual Trot-A family friendly costume event and 5K run.
- October 29<sup>th</sup> offered a new service at Brecksville, Occupational Therapy started as a 3 day/week service.
- Parma Medical Center, Broadway Health Center, and Brooklyn Health Center are all live with check-in kiosks. Patients continue to use the kiosks successfully and the overall experience is reported to be positive.
- For those patients who used the “Wait List” feature of MyChart, their appointment wait times were decreased by an average of 26 days.
- Conducted a health fair and flu shot clinic at Cleveland Heights on October 27<sup>th</sup> at October 27<sup>th</sup> we were able to vaccinate over 150 persons from the community and provided a variety of contacts for an assortment of health and social service resources.
- Conducted 5 walk in flu clinics Middleburg Heights in October providing over 250 vaccines to the community and a walk-in skin cancer screening clinic on October 6<sup>th</sup> with 64 patients seen.

- On October 20, in collaboration with Parma Inpatient Unit, conducted a successful Trick or Treat Flu targeting Parma School Children and families. Over 70 patients were vaccinated on that day. Children enjoyed fun Halloween Activities, games, costumes, pictures, and trick-or-treating after receiving

### **Human Resources/Inclusion & Diversity**

- Conducted HR Organizational Health Assessment to assess current state capabilities and guide strategic planning efforts for HR Transformation (surveyed key stakeholders-all managers and above) with participation rate of 72 percent.
- Transgender Youth Focus Group Study - Completed 40 interviews to include patients, families and community providers and created scenario-based Cultural Competence video on transgender patient encounters.
- ACO metrics and REaL are above national benchmark.
- Partnered with Diverse Nurse Employee Resource Group to hold diverse nurse recruiting event in with 46 people in attendance.
- Participated in Hispanic Roundtable Match Maker event to increase partnership and engagement with Hispanic community leaders.
- Participated in Supplier Diversity Advisory Council kickoff event.
- Participated in NMBAA Cleveland Chapter Career Development and Recruiting event.

### **Ethics and Compliance**

- Hosted an educational session on the Ohio Ethics rules on gifts, nepotism and conflicts of interest by Susan Willeke, Ohio Ethics Commission, Education and Communications Administrator.
- Featured the MHS Code of Conduct at a national compliance conference at a session given by the Ethics and Compliance Officer on "A Fresh Look at Your Code of Culture."
- Trained approximately 7,000 employees in 10 weeks across all MHS locations.
- Completed annual compliance training of the Board of Trustees.

### **Finance**

- Craig Richmond was a Keynote Presenter at the HFMA First Illinois Fall Summit 2018. His presentation was focused on and titled: *Thriving not Surviving: A Story of Resilient Organization*
- Enrollment on Wheels RV participated in 19 events, servicing 115 community members in October provided are scheduling of medical clinic appointments, insurance education, and assistance with eligibility. There were eight events on the Westside and eleven on the Eastside.
- RSM US LLP, the System's external audit partner, completed their preliminary fieldwork for the 2018 financial statement audit. Fieldwork included a risk assessment, and preliminary analytical September 30 financial statements. No significant issues have been identified.
- The new forecasting application, Strategic Product Budget (SPB), has been implemented. The software is used to develop quarterly forecasts and monthly projections. It enables development of more precise business plans using patient level details when evaluating new or existing strategic initiatives.
- Internal Audit planning for 2019 has commenced. The internal audit plan is developed through review of internal audit results and interviews with management. During November, Internal Audit will conduct interviews with approximately 30 members of the management team to obtain perspectives on operating, strategic, technology and financial risks across the organization.
- Internal audit is evaluating performance across five areas: professionalism, audit scope, execution, and value of the audit. The average score for surveys received through the third quarter of 2018 was 4.5 upon a five-point scale, with one being the lowest. The team will continue to implement changes based on feedback received through this process.

## ***Enterprise Data Analytics***

- Department of Operational Research and Analytics (DORA) has hired a Ph.D. data scientist to be MetroHealth's first Manager of Strategic and Predictive Analytics. The manager will lead DORA's scientists using cutting edge techniques and technology to transform MetroHealth's data into actionable knowledge resulting in operational improvements.

## ***Enterprise Program Management Office***

- MetroHealth Community District Certification project, managed by the Enterprise Program Management Office (Enterprise PMO), continues to make progress in the first phase of EcoDistricts certification.
- The Nephrology Department and EPMO have partnered together to undertake a process improvement for MetroHealth providers rounding at kidney dialysis units across the county. A current state analysis is underway to identify opportunities to improve the rounding experience and workflows of providers so that they can work at the top of their license.

## ***Information Technology (IT)***

- MetroHealth has earned "CHIME (College of Healthcare Information Management Executives) Health System Most Wired" 2018 designation. The annual survey is designed to identify and recognize healthcare organizations that exemplify best practices through their adoption, implementation and use of information technology.
- MetroHealth achieved Epic Honor Roll Cum Laude Designation for good maintenance which placed MetroHealth in the top 15% of all Epic customers. With this award comes a \$240K grant to be applied to applications or services to continue improvement and support of our Epic asset.
- Ashish Masih, Director of Business Applications, was awarded Fellow status at Healthcare Information Management Systems Society (HIMSS). Less than 500 people nationally hold this status.

## ***Supply Chain***

- The Supply Chain Director and Supplier Diversity Specialist facilitated MetroHealth's inaugural diverse supplier reverse trade show. Twenty-nine diverse suppliers attended the event with key decision makers from MHS to collaboratively pursue opportunities for bidding on MHS opportunities.
- Inventory and Purchasing leadership is partnering with the MHS Quality Institute to modify policy and process for introducing products used in patient care. This will improve and standardize documentation, streamline the process and to obtain consistent vetting by our interdisciplinary value analysis committee responsible for balancing patient efficacy with cost and revenue impact.

## **External Affairs**

### ***Government Relations***

- On November 8<sup>th</sup>, the Northeast Ohio Opioid Consortium hosted a regional health policy discussion. Douglas O'Brien, Regional Director for U.S. Department of Health and Human Services for Region 4, Papp discussed MetroHealth's Office of Opioid Safety strategy and outcomes with the regional directors.
- Government relations staff executed a successful voter registration drive in collaboration with the Cuyahoga County Board of Elections and other community organizations. Over 2,050 individuals received voter registration and vote by mail assistance from the effort.

### ***Community Engagement***

- In partnership with First Year Cleveland, MetroHealth launched the "Safe Sleep Heroes" training module through our LEAP system to all MetroHealth employees on November 4<sup>th</sup>. Over 4,000 employees have completed the training. MetroHealth is the first health system to launch the module and is serving as an example for community organizations to make the training available to their staff in 2019.

- Open Table - The first of 4 tables launched, beginning their year-long commitment to support a community member in need. The remaining three tables will launch by the end of November. Recruitment is ongoing for cohort 2 which will launch in January 2019.
- MetroHealth, Turner Construction and Councilwoman Jasmine Santana are partnering on “Celebration Season”. Neighbors, employees, patients and their families are invited to celebrate the season with a tree lighting in the MetroHealth quad on December 4<sup>th</sup> – 6:30pm.

### ***Marketing and Communications***

- MetroHealth’s first podcast, Prescription for Hope, about the health system’s comprehensive response to the opioid crisis, is the winner of a Public Relations Society of America Cleveland Rocks Awards. The podcast was created by John Campanelli and Tina Arundel of MetroHealth’s Communications team. The award was presented at a dinner on December 4<sup>th</sup>.

### **Foundation and System Philanthropy**

- MetroHealth’s For All of Us \$100 million campaign is hitting stride, with \$33,600,000 of the campaign program and endowment and \$5,000,000 committed to capital. The Campaign Cabinet, in partnership with the boards and staff, anticipate achieving the \$50 million by the end of 2019.
- MetroHealth Foundation Life Board members, Rob Durham and Collin Knisely, have lead an initiative to reach out to all former MetroHealth Foundation board chairs to request support for the Transformation Response. The response has been extremely well received, with David Jacobs of Oswald Companies recently making a gift in support of MetroHealth. David served on The MetroHealth Foundation Board from 2005 – 2015, and as chair from 2012-2015.
- The Reinberger Foundation has confirmed its support of the Food as Medicine program, with a \$50,000 2-year grant. The Reinberger Foundation has supported MetroHealth since 2010, contributing nearly \$200,000. In addition, the Citizens Bank Foundation made an additional grant of \$10,000 to support an important pilot program.
- The Thatcher Family Fund of The Cleveland Foundation has committed support to the DOTS initiative, the second grant that the Fund has made to MetroHealth.
- The SunTrust Foundation contributed \$20,000 to Lincoln-West School of Science and Health. Foundation board member, Jim Geuther, helped facilitate this first-time gift to MetroHealth.